



THE EFFECTIVENESS OF HYBRID WORKING ON THE PRODUCTIVITY OF EMPLOYEES

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ABSTRACT :

The transition to hybrid working has reshaped traditional workplace interactions, but the actual impact on employee productivity is still debated. This study investigates the efficacy of hybrid work models by examining key productivity measures, employee engagement levels, and job efficiency across multiple industries. This study assesses whether hybrid work promotes efficiency or creates new productivity barriers using a mixed-methods approach that includes qualitative interviews and quantitative performance data. The study also investigates the influence of autonomy, cooperation, and digital infrastructure on hybrid work results. While hybrid models provide more flexibility and better work-life balance, their success is heavily reliant on organizational structure, employee adaptation, and leadership techniques. This study delivers data-driven insights to assist firms in refining hybrid work policies for optimal performance, contributing to the developing discussion about the future of work.

KEYWORDS: Hybrid working, employee productivity, employee adaptation, work policies, Workplace autonomy, Performance metrics

INTRODUCTION

The concept of work has changed dramatically in recent years, with hybrid working emerging as the dominant paradigm in response to altering employee expectations and global disruptions. Employees are no longer limited to typical office locations; instead, they can work remotely or in the office as needed. While hybrid work advocates emphasize its potential to boost productivity through autonomy and shorter travel times, critics claim that it may lead to cooperation issues, decreased accountability, and blurred work-life boundaries. Despite broad usage, there is no consensus on whether hybrid work properly balances flexibility and efficiency or unwittingly reduces long-term output.

This study aims to critically evaluate the efficacy of hybrid working in changing employee productivity across industries and organizational structures. This study seeks to provide empirical insights into the strengths and limitations of the hybrid work model by investigating key characteristics such as task efficiency, engagement levels, communication dynamics, and digital adaptation. Using a mixed-methods approach, the study will integrate quantitative productivity measurements with qualitative employee experiences to create a holistic picture of hybrid work's impact. The findings will add to current discussions about the future of work by providing data-driven insights for firms, policymakers, and employees on how to optimize hybrid work practices.

LITERATURE REVIEW

The growing trend toward hybrid working methods has changed traditional employment practices, sparking significant scholarly and managerial discussion about its impact on employee productivity. While hybrid employment offers greater flexibility and autonomy, it also presents questions about cooperation, communication, and organizational cohesion. The literature on this subject is split, reflecting both the benefits and limitations of hybrid work contexts.

1. The Evolution of Hybrid Work

Hybrid work, which combines remote and in-office labour, gained popularity, particularly during the COVID-19 pandemic. Bailey and Kurland (2020) highlighted this tendency as a response to shifting workplace demands and digital workplace expansion. According to Bloom et al. (2021), hybrid arrangements improved job satisfaction and work-life balance, while the long-term consequences on productivity are unclear.

2. Productivity Results in Hybrid Work Models

Recent empirical studies demonstrate both productivity improvements and setbacks in hybrid setups. Dhaliwal and Londhe (2025) discovered that IT organizations saw significant productivity gains when hybrid work was combined with digital collaboration tools and structured management systems. Amaljith et al. (2025) countered that productivity inconsistencies occur when hybrid models lack explicit performance standards, technology infrastructure, and leadership support.

3. The Function of Employee Autonomy

According to Deci and Ryan's Self-Determination Theory (2000), more autonomy has a favorable impact on intrinsic motivation and productivity. Supporting this, Datta et al. (2025) found that hybrid working increases autonomy, which, when handled correctly, leads to increased engagement and productivity. However, not all employees flourish in autonomous environments, particularly those that require direct supervision or frequent collaboration.

4. Communication and Collaboration Challenges

Digital communication tools have overcome physical distances, but they have also created hurdles to spontaneity and creativity. Olson and Olson (2019) emphasized that, while technology facilitates structured connection, it cannot entirely mimic informal, spontaneous workplace interactions, which are critical for innovation. Raghuram et al. (2020) concluded that remote components of hybrid work frequently lead to miscommunication and isolation, particularly in project-based organizations.

5. Technical and organizational factors

Research indicates that organizational preparation and digital infrastructure have a significant impact on hybrid work performance. Siddiqui et al. (2025) discovered that leadership support, continuing staff involvement, and access to digital tools decreased productivity losses while enhancing long-term performance. Yilmaz and Katarzyna (2025) recommend investing in virtual collaboration tools and leadership development programs to sustain productivity.

6. Industry and role-specific variability.

According to Eke and Nwaogwugwu (2025), the productivity gains of hybrid work are more pronounced in knowledge-based businesses, whereas sectors that require physical presence (such as manufacturing and healthcare) see minimal or negative productivity consequences. These findings underline the importance of industry-specific hybrid work rules.

7. Well-Being and Psychological

Implications Mohailan (2025) discovered that hybrid work increases employees' work-life balance, indirectly increasing productivity through lower stress and higher job satisfaction. However, the report warns against digital fatigue and the blurring of professional-personal boundaries, which might reduce productivity over time.

8. Remaining Gaps and Further Investigation

Despite increasing insights, authors such as Cavus et al. (2025) highlight the lack of defined productivity measurements across hybrid models, which complicates comparative analysis. Furthermore, Neidlinger et al. (2025) urged for long-term research to evaluate the effects of hybrid employment on career development and organizational culture.

OBJECTIVES OF THE STUDY

1. To determine the influence of hybrid work on employee productivity
2. To Assess employee mental health and well-being
3. To Identify the likelihood of employees' working styles.
4. To create a framework for studying hybrid work cultures, employee productivity, and job engagement.
5. Identify a research gap that should be studied further.

RESEARCH METHODOLOGY

- Sample Size: 100 respondents.
- Sampling Technique: Convenience sampling.
- Primary Data: Structured questionnaires covering demographic, behavioural, and perceptual variables.
- Secondary Data: Literature reviews, journal articles, industry reports, and government publications.

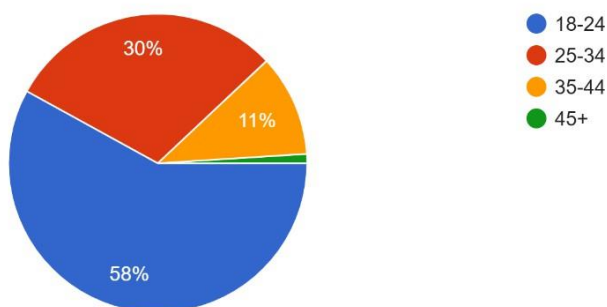
Data Analysis & Interpretation:

A. Demographic Details:

1. Age Group

Age Group

100 responses



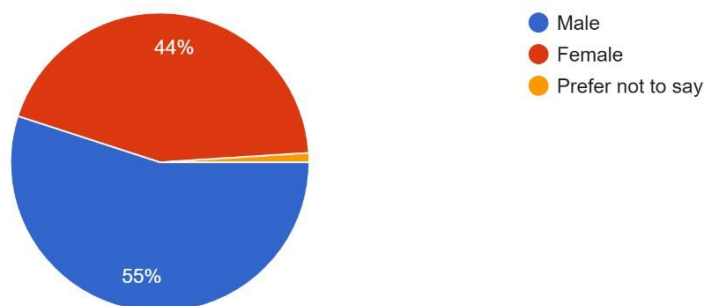
Interpretation:

The study's respondents are mostly between 18-24 years old, accounting for 57% of the sample. This is followed by 31% of people aged 25 to 34, and 11% aged 35 to 44. A minimum of 1% indicates those over the age of 45. This suggests that the poll results primarily represent the viewpoints and experiences of a younger workforce, particularly those in their early professional careers. As a result, the study's findings are more likely to reflect the attitudes of younger employees about hybrid working.

2. Gender

Gender

100 responses



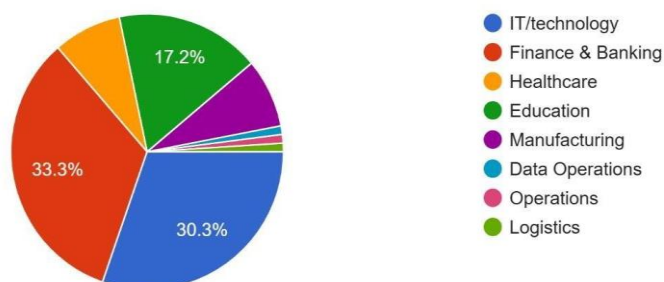
Interpretation:

The gender distribution among respondents indicates a relatively balanced participation, with **55% identifying as male** and **44% as female**. A very small proportion, **1%**, chose **'Prefer not to say'**. This relatively even gender split ensures that the study captures insights from both male and female employees, offering a balanced perspective on hybrid working's impact on productivity across genders.

3. Industry Sector

Industry Sector

99 responses

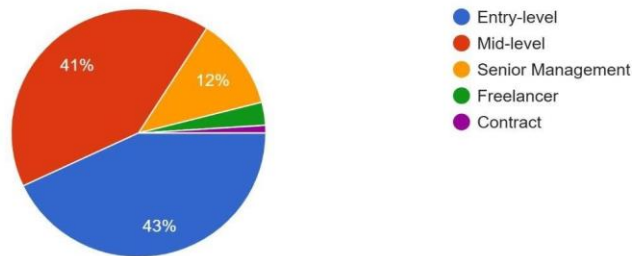


Interpretation:

Finance & Banking (33.3%) and IT/Technology (30.3%) are the most represented sectors. This constancy in distribution across multiple answer counts demonstrates these two industries' dominance in the sample. Education (17.2%) is the third-largest section, demonstrating that the academic sector is increasingly adopting hybrid or flexible working methods. Other sectors, such as manufacturing, healthcare, and logistics, have relatively tiny shares. The clear domination of Finance & Banking over IT/Technology suggests that the findings of this study will be especially useful for firms functioning in knowledge-based, digital, and finance-driven contexts.

4. Job Role/ Designation

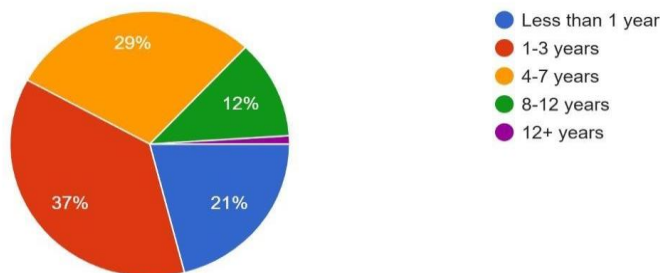
Job Role/Designation
100 responses

**Interpretation:**

The distribution of responses by job categorization remains dominated by entry-level employees (43%), followed by mid-level professionals (41%). Senior management accounts for 12%, while freelancers and contract employment make up a minor fraction. This spread underlines that the viewpoints gathered come primarily from operational and middle-tier decision-making roles, providing a grassroots picture of hybrid work's impact on productivity, problems, and workplace culture. With this type of respondent profile, the data is well positioned to illustrate day-to-day productivity dynamics and views of career advancement change in a hybrid working environment.

5. Years of Work Experience

Years of Work experience
100 responses

**Interpretation:**

The majority of respondents are early to mid-career professionals (1-7 years of experience), indicating that the poll results represent the perspectives and concerns of a younger, dynamic workforce adjusting to hybrid work patterns.

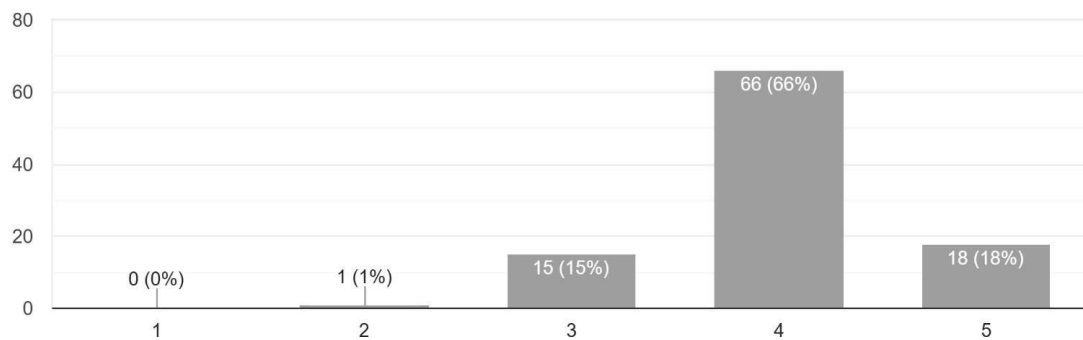
(B)Likert Scale Questions

The questions were in the form of Likert scale (Rating each question based on their agreeableness or liking or disagreement or disliking according to their experience) to make the experience and relatability more personal.

1.

"Hybrid work allows me to complete tasks more efficiently than working fully on-site"

100 responses

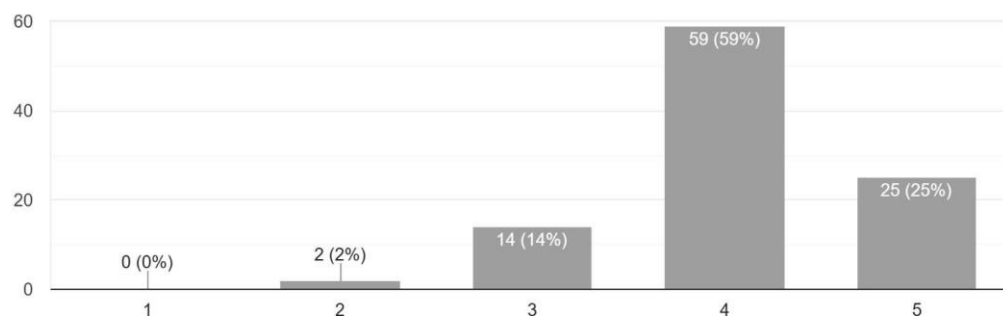


Interpretation:

84% of respondents agree or strongly agree that hybrid work allows them to perform tasks more efficiently than traditional on-site employment. 66% chose four, 18% chose five, and there was virtually no dispute.

"I experience less stress in a hybrid work model compared to full-time office work."

100 responses



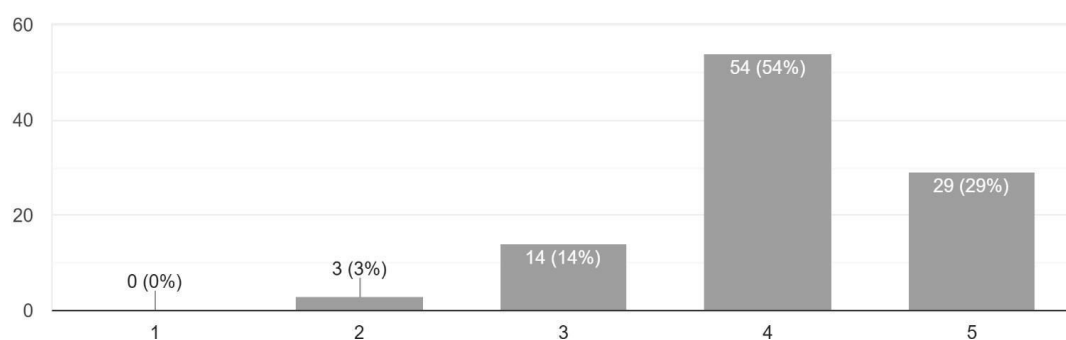
Interpretation:

84% of respondents (59% at 4 and 25% at 5) believe that a hybrid work paradigm reduces stress compared to full-time office work. Only 2% disagreed, and none strongly disagreed.

2.

"Hybrid work helps me maintain a healthier lifestyle" (exercise, sleep, meals, etc.).

100 responses



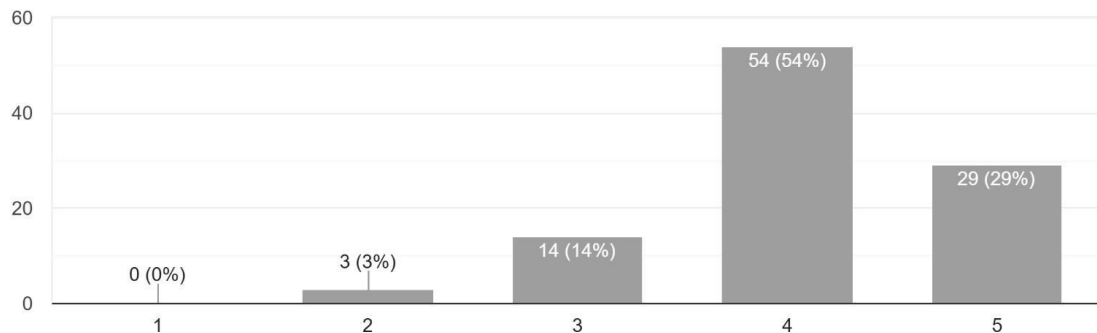
Interpretation:

83% of respondents (54% at 4 and 29% at 5) believe that hybrid employment helps them live a better lifestyle. There was minimal disagreement (3% at 2), and no one strongly disagreed.

3.

"Hybrid work helps me maintain a healthier lifestyle" (exercise, sleep, meals, etc.).

100 responses



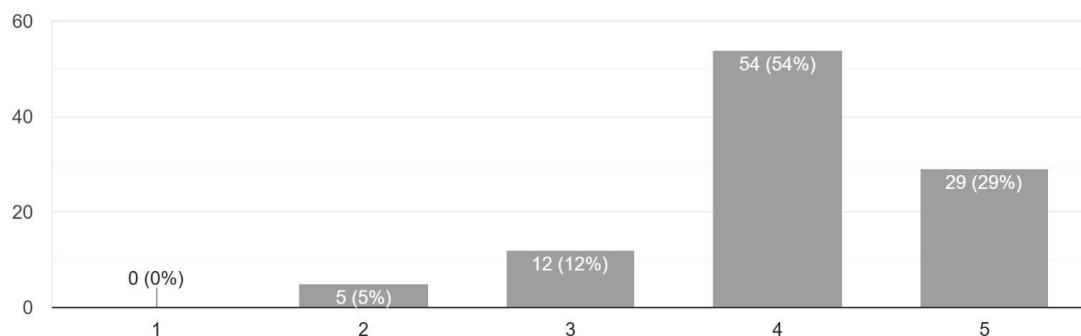
Interpretation:

83% of respondents (54% at 4 and 29% at 5) believe that hybrid work has increased their motivation to perform well. A small minority (5% at 2, 12% at 3) expressed decreased enthusiasm but no strong opposition.

4.

"Hybrid work has positively impacted my motivation to perform well."

100 responses



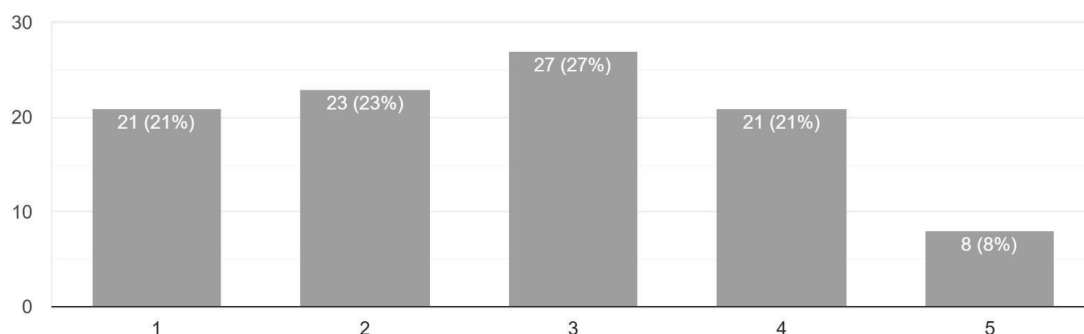
Interpretation:

The general perception of hybrid work's influence on motivation is highly good, with 83% giving it 4 or 5. This demonstrates widespread support for mixed work approaches in terms of improving employee motivation.

5.

"I feel disconnected from my organization when working remotely."

100 responses



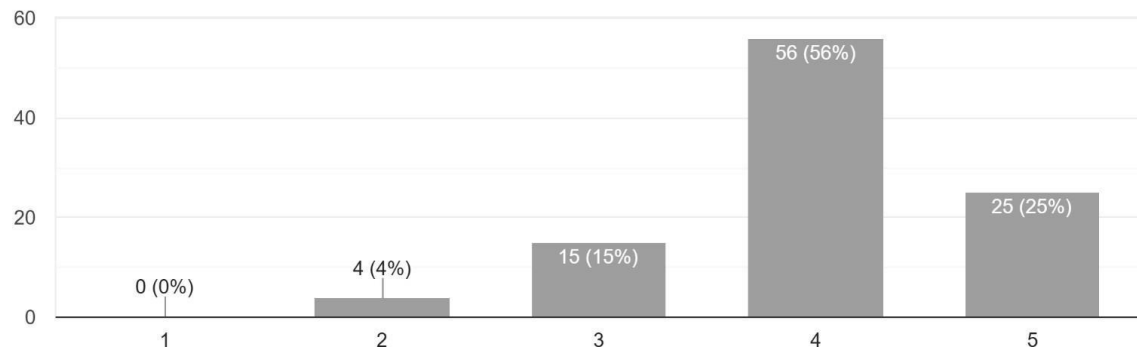
Interpretation:

There is a wide spectrum of experiences when it comes to emotions of separation in remote work settings. While a sizable proportion remain neutral or disagree, approximately 29% (4+5) experience some level of disconnection, indicating that this is a substantial but not overwhelming problem in the workplace.

6.

"I have access to the right communication tools to work effectively in a hybrid model."

100 responses



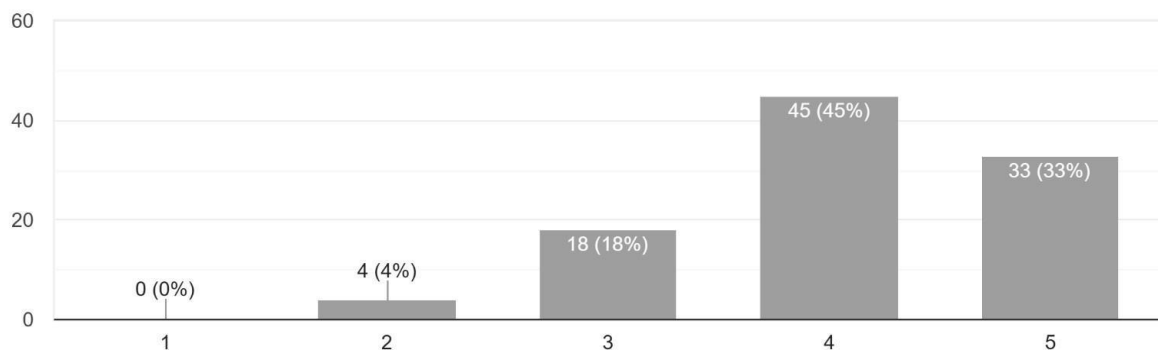
Interpretation:

The findings show that 81% of respondents are satisfied with communication tools for hybrid work, scoring them 4 or 5. This shows that firms have mostly succeeded in providing their people with the digital tools they need to stay connected and communicate effectively in hybrid environments.

7.

"My employer ensures that hybrid employees receive equal access to technology and support as on-site employees."

100 responses

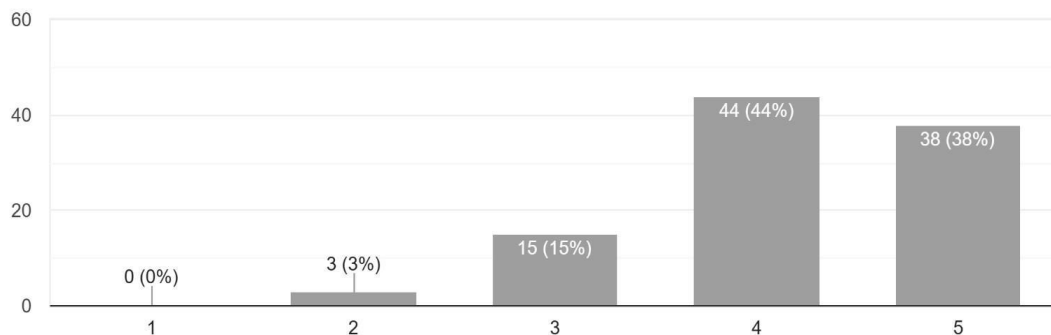


Interpretation:

The data show that 78% of respondents rate fairness and resource accessibility in mixed work environments as 4 or 5. This means that most firms are successfully bridging the technological and support gaps between remote and on-site employees.

"My employer supports employees in maintaining work-life balance while working in a hybrid model."

100 responses



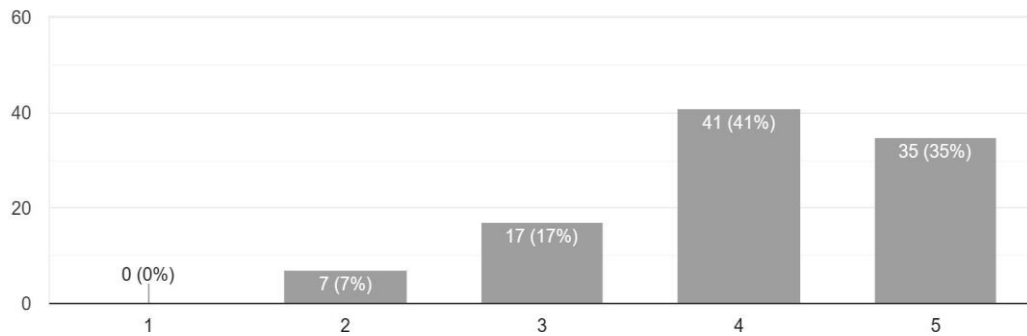
Interpretation:

This research shows a largely favourable sentiment, with 82% giving it 4 or 5, indicating that most firms effectively prioritize employee well-being and balance in hybrid work environments. It represents a good cultural shift toward modern, flexible working arrangements.

8.

"I would prefer to continue working in a hybrid model rather than returning to full-time office work."

100 responses

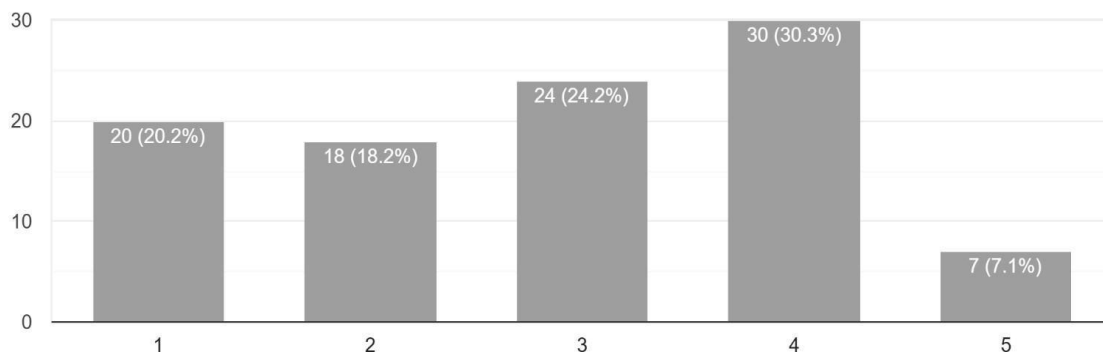
**Interpretation:**

This study shows a generally positive attitude toward hybrid work, with 76% indicating a strong or very high preference (4 or 5) for retaining hybrid models over full-time office returns. It emphasises the ongoing appeal and value that employees find in flexible work arrangements.

9.

"I worry that working remotely makes me less visible to management, affecting my job security."

99 responses

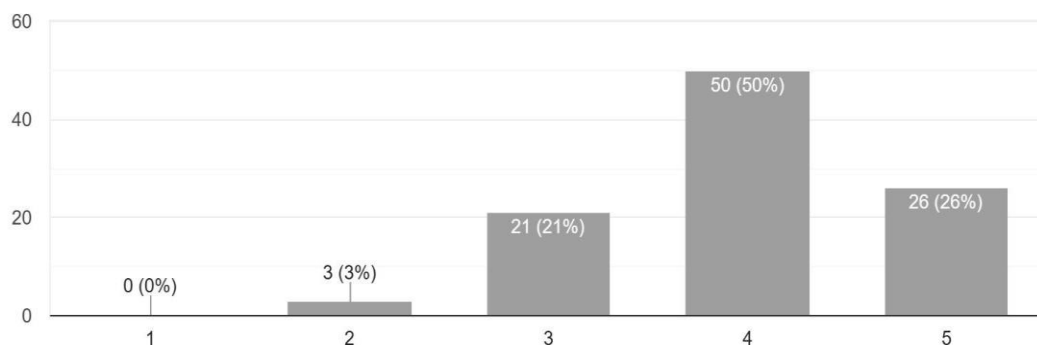
**Interpretation:**

While perceptions vary, a large majority of employees have job security concerns about remote work visibility, however almost 40% do not. This indicates a potential for leadership visibility and reassuring techniques in hybrid workplace rules.

10.

"Hybrid work has positively influenced the overall culture of my organization."

100 responses



Interpretation:

There is a clear favorable consensus regarding the cultural benefits of hybrid work, with 76% agreeing or strongly agreeing. It implies that hybrid solutions not only meet operational requirements but also improve workplace culture.

FINDINGS AND OBSERVATION

This study investigated the effectiveness of hybrid working arrangements using a standardized Likert-scale questionnaire completed by 100 participants. The findings found that hybrid work is generally seen positively, particularly in terms of job efficiency, well-being, and employer support.

The study demonstrated that hybrid models were considerably beneficial in assisting respondents in completing activities quickly (mean = 4.01) and reducing stress levels (mean = 4.07). Furthermore, many employees claimed that hybrid work promoted a healthy lifestyle by improving time management and flexibility (mean = 4.06). These factors show that hybrid work not only increases productivity but also improves employee wellness. Employer support was another critical area where excellent grades were obtained. Employees believed that their firms promoted work-life balance (mean = 4.17) and provided equal access to technical tools and support (mean = 4.07). This demonstrates how effective digital infrastructure and HR policies enable hybrid arrangements.

The majority of participants preferred hybrid work over full-time office employment (Mean = 4.04) and said that it increased motivation and favorably impacted organizational culture (Mean \approx 4.0).

However, the investigation raised significant problems. The most significant of these were feelings of detachment from the organization while working remotely (mean = 2.72), as well as anxiety over reduced visibility to management, which could impair job security (mean = 2.86). These findings underscore the psychological and social issues that distant components provide in hybrid architectures.

The standard deviation values revealed moderate to high variety in opinions, particularly in areas such as job visibility and disconnection, demonstrating that, while hybrid work is universally valued, its success varies by role and individual.

CONCLUSION

The study aimed to investigate the impact of hybrid working arrangements on employee productivity, well-being, and organizational culture. Based on a structured survey of 100 hybrid workers across industries, the results clearly indicate that hybrid working has a positive and substantial effect on several dimensions of employee performance. A majority of respondents reported improvements in task efficiency, reduced stress levels, enhanced motivation, and better work-life balance under hybrid work models. The findings are strongly supported by the statistical chi-square test, which led to the rejection of the null hypothesis, confirming that hybrid working significantly influences employee productivity.

While employees expressed high satisfaction regarding organizational support, communication tools, and flexibility, certain challenges were also noted. Specifically, concerns regarding reduced visibility to management and feelings of disconnection were prominent among remote workers. These findings emphasize that, although hybrid work structures can enhance performance and satisfaction, they also require deliberate strategies to maintain organizational connectivity and ensure employee recognition.

The research concludes that hybrid working, when supported by robust technological infrastructure, leadership engagement, and clear performance metrics, can create a high-performing, adaptable workforce. However, to sustain long-term benefits, organizations must address social cohesion issues, visibility biases, and ensure continuous monitoring of hybrid work dynamics. This study contributes valuable empirical insights into the evolving landscape of work and highlights actionable strategies for companies seeking to optimize productivity and well-being in a flexible work environment.

RECOMMENDATIONS

1. Implement visibility-enhancing practices. Encourage regular check-ins, feedback loops, and visibility of remote contributions to allay job security fears.
2. Encourage social connection by implementing planned team-building activities and virtual social engagements to prevent feelings of isolation.
3. Provide hybrid leadership training: Prepare managers to manage dispersed teams in a fair and inclusive manner.
4. Personalize hybrid flexibility: Hybrid schedules can be customized at the individual level to meet various responsibilities and personal demands.
5. Long-term impact should be monitored: Evaluate the implications of hybrid work on employee development, promotion pathways, and organizational integration on an ongoing basis.
6. Create hybrid work KPIs: Develop measures that assess productivity beyond presence, with an emphasis on outcomes rather than hours.

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